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## **AIR COMMAND AND STAFF COLLEGE**

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**Mission:** *A world-class team educating midcareer officers to lead in developing, employing, commanding, and supporting air and space power across the spectrum of service, joint, and combined operations.*

Air Command and Staff College, the Air Force's intermediate professional military education (PME) school, prepares field grade officers of all services (primarily majors and major selects), international officers, and US civilians to assume positions of higher responsibility within the military and other government arenas. Geared toward teaching the skills necessary to conduct air and space operations in support of a joint campaign, ACSC focuses on shaping and molding tomorrow's leaders and commanders. The college's academic environment stimulates and encourages free expression of ideas as well as independent, analytical, and creative thinking.

ACSC traces its roots to the Air Corps Tactical School (ACTS) located at Maxwell Field from 1931 to 1942. After World War II, as the independent Air Force was formed, grew, and developed, the requirements and expectations of the school evolved to fulfill the service's educational needs. The vision of pre-World War II leaders has withstood the test of time. Although six decades have passed since the founding of ACTS, the present 10-month curriculum still focuses on expanding understanding of air and space power and on the growth of midcareer officers. In 1962 the school became known by its current name, Air Command and Staff College.

During academic year (AY) 1994, ACSC undertook the most significant change to its educational program since the school's inception. The school transitioned from a traditional lecture-based program to a seminar-centered environment with an integrated curriculum geared to problem solving across the continuum from peace to war. In AY 1999, ACSC began efforts to align its curriculum under the AU commander's Strategic Guidance for the Continuum of Education. The ACSC program now functions as a portion of a comprehensive and integrated career-long PME program.

**Goals:** The ACSC curriculum challenges students to think critically and use many of the analytical and practical tools they will need to serve as

leaders charged with the nation's defense. ACSC graduates are educated in the profession of arms and are well prepared to articulate the air and space perspective to support joint campaigns. The ACSC curriculum

- facilitates the air and space minded thinking of students,
- develops and enhances abilities for higher-level command and staff responsibilities,
- enhances students' abilities to think critically about operational air and space concepts in a dynamic international environment,
- broadens students' understanding of the nature of conflict and current and future threats to the United States and its allies, and
- develops and enhances students' abilities to plan and execute the joint campaign planning process and air and space operations to support the joint force commander.

ACSC's three deans—education and curriculum, students and support, and distance learning—provide academic leadership to the school's faculty and student body. The dean of education and curriculum, assisted by the vice dean for academic affairs and vice dean for operations, coordinates the integration of the final curriculum content and directs the planning and implementation of the academic programs of four curriculum departments: International Security and Military Studies; Joint Warfare Studies; Leadership, Command, and Communication Studies; and Joint Education. The dean of distance learning is responsible for planning, organizing, and delivering the nonresident program of instruction through the departments of curriculum and operations. The dean of students and support coordinates student activities and is responsible for student services. The dean and the commander and staff of the 21st Student Squadron are responsible for the health, morale, and welfare of 600 resident students and their families.

## **Resident Program**

The primary form of instruction in the resident curriculum is seminars held in specially designed rooms featuring closed-circuit television, an array of multimedia equipment, and student access to a school-wide computer network and the Internet. Students are issued more than 80 books to expand their professional capabilities and a personal laptop computer to use to keep track of the academic schedules, on-line reading assignments, and for use in examinations throughout the academic year.

## **Duration and Quota**

The resident program consists of 10 months of instruction. Approximately 500 officers from the USAF, Army, Navy, and Marine Corps; 80 international officers; and 20 civilian employees of selected agencies of the federal government attend this course.

## **Prerequisites and Selection**

Air Force candidates to attend ACSC are selected in conjunction with O-4 promotion boards. A central PME selection board, with major command input, selects the actual ACSC class from these candidates based on their demonstrated potential for assignment to key field grade command and staff positions. Majors, major selects (or equivalent rank), GS-12, and GS-13 government civilians are eligible to attend ACSC. Reference AFI 36-2301, *Professional Military Education* and the ETCA Web site at (<http://etca.keesler.af.mil/>), for additional information.

## **Master's Degree Admission Requirements and Procedures**

In 1999 Congress granted the AU commander the authority to confer the master of military operational art and science degree upon graduates of ACSC who fulfill the requirements for that degree. To be admitted to the master's degree program, an individual must be selected to attend the ACSC resident program and hold a qualifying undergraduate degree. The undergraduate degree requirement is for the degree program and is in addition to admission to the college. Students not having a baccalaureate degree will be allowed to attend ACSC and may, upon completion, receive the ACSC diploma but will not be awarded the master's degree.

The AU Registrar verifies degree status for all AF officers to include Guard and Reserve officers. *US applicants other than USAF officers must submit, to the AU Registrar, copies of their official undergraduate transcripts from all institutions of higher learning.*

International officers interested in pursuing the master's degree must submit the following information to the AU Registrar to assess eligibility:

1. Official score sheet of the Test of English as a Foreign Language (TOEFL). The TOEFL is not required for international officers from countries where the official language is English. The TOEFL is also not required for international officers who have completed a degree in the United States during the past three

years. The minimum acceptable score for *unconditional* admission to the master's degree program is 540 for the paper-based test (207 for computer-based test). The minimum acceptable score for *conditional* admission is 500 for the paper-based test (173 for computer-based test). When taking the TOEFL, enter **9069** for AU as the institution code. Students admitted conditionally must retake the TOEFL after beginning ACSC classes. A faculty committee must evaluate the academic progress of any students who do not achieve the minimum acceptable score for unconditional admission on the retest to determine whether or not they will be allowed to continue in the degree program.

2. Official transcripts (academic records) of previous degrees with certified English translations. Diplomas alone are not sufficient but should be included with academic records.
3. A document-by-document evaluation of the academic records by an independent foreign credentials evaluation service that is a member of the National Association of Credential Evaluation Services (NACES) or the National Association of Foreign Student Affairs: Association of International Educators (NAFSA:AIE) to determine if the records are equivalent to a US four-year bachelor's degree. Applications for this evaluation will be available from the AU Registrar during in-processing at the International Officer School (IOS). When requesting the document-by-document evaluation, the purpose for the evaluation should be stated as: for "further education" or "admissions requirement for master's degree program." A copy of the evaluation must be mailed to the AU Registrar.

It is the responsibility of each individual to pay for costs associated with the TOEFL and credential evaluation requirement. Both the bachelor's-level equivalency and minimum score on the TOEFL must be met to be eligible for entry into the master's program. The undergraduate degree and English proficiency requirements are necessary for the degree program and are in addition to the requirements for admission to the college. Students not having a baccalaureate degree or making the minimum TOEFL score will be allowed to attend ACSC and will, upon graduation, receive the ACSC diploma but will not be awarded the master's degree.

**Minimum Grade Point Average.** Students must complete the 32-semester-hour ACSC resident program with an overall grade point average of 3.00 on a 4.00 scale to earn award of the master's degree.

## **Resident Curriculum**

### **OC 5500, Orientation Program**

**noncredit**

The orientation program provides an overview of the ACSC Program for Joint Education; USAF educational learning theory, policies, curriculum, and research; and the principles students will encounter throughout the academic year. The program includes an introduction to small group dynamics, communication skills, available technology, research requirements, student responsibilities, and available services to enhance learning.

### **LC 5500, The Military Leader: Foundations**

**2 semester hours**

The Leadership, Command, and Communications Studies Program enhances students' understanding and application of leadership, critical thinking, and communication skills as they personalize their approach to leadership and command. This course establishes a solid foundation for leadership studies and introduces effective writing and critical thinking concepts and principles that will be used throughout the school.

### **LD 5500, The Military Leader: Continuity, Change, and Challenges**

**4 semester hours**

The leadership, Command, and Communications Studies Program enhances students' understanding and application of leadership, critical thinking, and communication skills as they personalize their approach to leadership and command. This course addresses both historical and contemporary leadership challenges, and provides structured opportunities for students to exercise leadership and communication skills.

### **LE 5500, Leadership in the Military Environment**

**2 semester hours**

The Leadership, Command, and Communications Studies Program enhances students' understanding and application of leadership critical thinking, and communication skills as they personalize their approach to leadership and command. This course highlights responsibilities, opportunities, and resources available to all military leaders.

### **NS 5500, National and International Security Studies**

**3 semester hours**

The National and International Security Studies course provides a foundation for understanding the complex and dynamic national and international security environment in which military operations take

place. The course introduces students to the international system and identifies major structures, patterns, actors, and regions. World-view perspectives are offered as tools to help analyze the strategic environment. The course explores US national security, focusing on key actors and their roles in the process of formulating US national security strategy and related military strategy. Students also consider how to effectively coordinate all the instruments of power to support US national security interests and are given the opportunity to assess current national and international security issues.

**NW 5500, Nature of War**

**3 semester hours**

The Nature of War course analyzes certain key aspects of the nature of war. The course explores the causes of war and the ethics of war—both the morality of war and its conduct. The course examines several types and theories of war, including total, limited, revolutionary, and wars of religion. The course also examines Western, American, and Chinese perspectives on war. Students explore the problems and challenges concerning war termination, conflict resolution, and the future face of war.

**AP 5500, Airpower Studies**

**3 semester hours**

The Airpower Studies course surveys military history to identify significant contributions to the body of war theory. Students reflect on the command of air and space power, and specifically examine the development of airpower technology, theory, and doctrine, so as to determine what airpower adds to man's quest for effectiveness in war. Students examine airpower's contributions in terms of evolving air and space power doctrine and theory, the principles of war, and the campaign planning process.

**AO 5500, Air and Space Operations**

**4 semester hours**

The Air and Space Operations course equips students to produce credible and innovative air and space power solutions to operational-level problems across the spectrum of conflict by critically examining the current and near-future capabilities of air and space forces and their application at the operational level of war. The course examines the tenets and core competencies of air and space power, air and space strategies, and the impact of doctrine and contextual factors of air and space strategies. The course presents a process for planning joint air and space operations in a crisis action setting as a tool for synthesizing the course concepts to develop an air and space component course of action.

**JF 5500, Joint Force Employment**

**3 semester hours**

The Joint Force Employment course thoroughly examines each of the military services' capabilities, functions, and doctrine; how these

forces are provided to the joint force commander; and how these forces may best be employed to achieve synergy and unity of effort. This course develops a foundational understanding of US military capabilities and functions that a joint force commander tailors and utilizes to accomplish his mission. This course enhances students' understanding of why the United States is postured and equipped to operate and fight the way it does.

**JP 5500, Joint Campaign Planning**

**4 semester hours**

The Joint Campaign Planning course provides students the critical understanding of national-level decision-making and planning processes they will need as future planners and leaders of joint and multinational forces. The course presents the foundation of national security policy, examines the basis for joint warfighting, provides an application-level study of deliberate, and crisis action planning. The course covers doctrinal definitions of the deliberate and crisis action planning processes, an overview of the factors that go into the operational art of campaign planning (for example, key requirements such as centers of gravity and conflict termination), and provides students an opportunity to build a deliberate plan.

**AE 5500, Air and Space Exercise**

**1 semester hour**

The Air and Space Exercise is a wargame-based course that allows students to participate in the centralized control of air and space power. The exercise places students in a joint air operations center (JAOC) during a major air and space contingency. The students perform the functions required of staff officers in JAOC divisions in order to plan and execute an air warfare plan. The exercise reinforces the doctrinal principles studied in other courses during the academic year.

**GE 5500, Gathering of Eagles**

**noncredit**

The Gathering of Eagles (GOE) is a unique ACSC program that stimulates the study of air and space history. Numerous historically significant air and space figures have participated in this program. While at ACSC the "Eagles" spend time with students and participate in teaching interviews. These interviews allow the students to better understand their heritage and learn lessons about air and space leadership from those who shaped it. GOE activities conclude with a special presentation at the graduation ball. Research conducted by students in EL 5690, Gathering of Eagles, forms the basis for the content of this course.

**DR 5800, Research Education**

**3 semester hours**

Students must complete either the DR 5800, Research Education, or one of the EL 5600 series, Electives, options. The ACSC Research

Education Program is designed to complement the core curriculum and create research opportunities that promote professional development, innovation, and critical thinking. The Research Program provides students the opportunity to develop their ability to define an issue succinctly; to conduct thoughtful, logical, and critical research and analysis; and elicit from students well-developed and supported conclusions and recommendations. This program provides the results of student research, writing, and analysis to interested parties, including key decision makers at the highest levels of command, on relevant national security topics at the operational and strategic levels. The quality of student projects parallels the quality of projects in graduate-level education and is competitive for publication in professional journals or distribution to other comparable sources, agencies, or institutions.

**EL 5600, Electives**

**3 semester hours**

Students must complete one of the EL 5600 Electives options or DR 5800, Research Education. The electives program option complements ACSC's core resident curriculum. The program enables students to investigate a topic in a rigorous fashion, in a seminar setting, and under the direction and guidance of a subject matter expert. Participation in the electives program satisfies the ACSC research and writing requirement. All electives are three semester hours of credit. The college currently offers the following elective courses.

*EL 5601, The War for Public Opinion: Propaganda, Public Affairs, and the Military-Media Relationship.* The intense war for public opinion and support is perhaps the least understood strategic center of gravity an operational commander would face in any conflict. And yet throughout history, wars have been won or lost largely due to the population's willingness to support the operational goals of their government. This course will help prepare future operational commanders to comprehend the way the new global information environment affects the battlefield of the twenty-first century. Extensive analysis will be conducted in contemporary and historical roles that propaganda, public affairs operations, and the media have played in conflicts.

*EL 5609, Special Studies in Communication.* This elective is available to uniquely tailor a course for students to pursue study of topic(s) related to the broad field of communication.

*EL 5610, Teams and Their Organizational Realities.* The seemingly interchangeable concepts of teams and teamwork are integral parts of modern military command and operations. Yet, despite years of



hard-won experience, it could be debated as to exactly how much we truly understand about the nature of teams, their composition, and the complex interpersonal processes that allow them to function. During this course, students will have the opportunity to discuss factors influencing how teams function and perform. Concepts such as organizational practices, performance awards, and cultural factors and their influence on team behavior and performance will be analyzed in-depth. Students will critically examine situations where teams have failed to perform as expected and the consequences of these failures for the organization and mission goals.

*EL 5619, Special Studies in Leadership and Management.* This elective is available to uniquely tailor a course for students to pursue study of topic(s) related to military leadership and management.

*EL 5620, Advanced Space Studies: Policy and Applications.* This course is designed for students who already have a strong understanding of space policy and systems. It will leverage the collective experiences of the class to create a collaborative learning environment for advanced discussion on all areas of space. The students taking this course will reinforce their baseline understanding of space systems and understand the issues associated with developing and employing space capabilities for the future.

*EL 5621, Air Logistics: Key Enabler and Operational Art Element.* This course provides students lacking a background in logistics with an appreciation for the capabilities and limitations that the disciplines of aircraft maintenance and munitions, logistics plans, transportation, supply, and contracting brings to the fight. This course includes a detailed review, historical perspectives, and prospectus pertinent to each logistical function. The synergies derived from exploiting logistics capabilities and minimizing the impacts of vulnerabilities with respect to operational planning are also emphasized.

*EL 5622, Air Mobility.* This course provides future military and civilian leaders from all services and the international community a better understanding of the current and evolving capabilities of air mobility. This course addresses the critical role air mobility plays and will continue to play during peace, war, and operations other than war. It also provides students with a better understanding of how the unique characteristics of air mobility—speed, range, flexibility, and responsiveness—support US national security and military strategies.

*EL 5623, Future Trends and Their Impact on the Military.* The international environment is changing rapidly and military officers will often be asked to cope with the consequences of those changes. History has proven that military organizations are often prisoners of history and are caught unprepared for major contextual changes. This course will preview the strategic environment and commercial and military technologies anticipated in the 2010–30 time frame to help students explore capabilities and operational concepts that could be used by the military to support US national security. The goal of this course is to familiarize the student with the driving forces and key factors that affect planning, the importance of planning for multiple futures, and how to identify signposts and indicators that given scenarios are coming to pass. Students will be exposed to various predictive and nonpredictive planning models with emphasis on scenario-based planning as a viable tool for configuring the military of the future.

*EL 5624, Intelligence Operations.* Joint Vision 2020 calls for decision superiority—making and implementing better decisions faster than the adversary can react. Decision superiority is only achieved through the full integration of intelligence, surveillance, and reconnaissance (ISR) operations into the military campaign. For this to occur commanders need to fully understand the ISR weapon system. This course treats intelligence as a product, a process, and a weapon. Students will conduct an in-depth study of seven intelligence disciplines, focusing on their capabilities and limitations. The future of intelligence operations and the challenges it faces in meeting the needs of decision makers will be discussed.

*EL 5625, Measuring Airpower Effectiveness.* Measuring how well airpower is achieving its intended purposes has always been difficult, especially while campaigns are in progress. This course will examine the criteria and methods used to measure airpower effectiveness from World War I to the present. Emphasis will be on techniques used during campaign planning and execution to decide how well airpower is accomplishing its objectives.

*EL 5626, Military and Commercial Uses of Space.* This course is designed for students who have a limited understanding of space systems and policy. It will examine in detail current and future space capabilities of the United States and the world. Topics include such items as: orbits, space law, space doctrine, access to space, space operations, communication, navigation, warning, weather, multi-spectral imaging, theater missile defense, and space policy. Space experts in the specific fields mentioned above will present the material.

*EL 5627, Modeling, Simulation, & Wargaming—Theory and Practice.* Models, simulations, and wargames influence critical decisions in diverse activities such as planning, budgeting, manning, resource allocation, education, and strategy development. This course provides an overview of theoretical foundations of modeling, simulation, and wargaming. The course will include a study of the historical uses of these tools as well as exploring the state-of-the-art in wargaming. Finally, the course will research how to better exploit wargames and simulations in the future.

*EL 5628, Peace Operations and Peace Enforcement—US and International Perspectives.* International peace operations will remain one of the most important tools of the United States and the international community as actions are taken to contain conflicts, support democratic transitions, provide humanitarian assistance, and protect human rights in the new millennium. Recent peace operations have left many unanswered questions regarding their effectiveness. This course asks what lessons past peace operations have given us and whether we are prepared to use those lessons to improve the chances for success in the future. In particular, this course focuses upon the future role of peace enforcement and whether the United States and its military are prepared to participate in these future scenarios. This course facilitates the student's understanding of peace operations in preparation for future command positions and staff roles.

*EL 5629, Introduction to Artificial Intelligence.* Artificial Intelligence (AI) has played a key role in military operations. According to Churchill, algorithms developed at Bletchley Park shortened World War II by at least one year. Many air and space vehicles currently delegated tasks, such as error recovery, navigation, targeting, and electronic warfare to intelligent agents. This course provides an introduction to some of the fundamental issues in AI and how these issues affect military systems where they are applied.

*EL 5630, Special Air and Space Power Topics.* This course is an AU Commander-directed research elective that is available for students to uniquely tailor studies and analyses focused on air and space operational questions, problems, and issues of interest to senior Air Force leadership.

*EL 5631, Defense Product Development.* This course is aimed at providing an understanding of the entire Defense Product Development System. This system includes all aspects of developing

and fielding new and modified systems from need and requirement identification, to research and technology development, through operational test and evaluation. It includes all aspects of modernization planning; the requirements generation system; the planning, programming, and budgeting systems; and the acquisition system. Students will gain an understanding of the processes used to develop and field new and modified weapon systems.

*EL 5632, The Military Commander and the Law.* Military commanders and other leaders face a legal threat environment that has increased substantially in scope and complexity over the past decade. This course covers a broad range of issues including areas such as: maintenance of good order and discipline, the law of armed conflict, contracts and fiscal law in a deployed environment, homosexual policy, civilian personnel issues, free speech on military installations, environmental regulations, the Joint Ethics Regulation (JER), computer crimes, and dealing with private organizations. The course provides ACSC students with an overview of current legal issues commanders and senior leaders are likely to confront in their efforts to accomplish mission requirements.

*EL 5633, The Total Force: Yesterday, Today and Beyond.* World events during the post-Cold War years have brought uncertainty and significant change. Reductions in the active force have created a heavier reliance on the Reserve Component forces. This course examines the concept of the Total Force. Analysis of current US policy will highlight the debate over positive and negative aspects of Reserve and Guard utilization in the different services. Students will explore the continuing evolution of the Total Force and develop ideas about alternative future force structures.

*EL 5634, Morality and War: Implications for the War Fighter.* This course is designed to teach the military professional about the moral, ethical, and legal issues surrounding war-fighting duties that could conceivably involve confrontation with an enemy for the attainment of a political objective. The course will begin with an examination of the “just war” tradition and explore moral and legal considerations, proportionality, necessity, reprisals, and other issues relating to the use of force as an instrument of politics among nation-state and nonstate actors. Also, students will examine their own personal views as decision-making military professionals, views that implicitly transcend their particular individual feelings about causing casualties in warfare.

*EL 5635, Information Operations.* Information Operations is an umbrella concept for several disciplines, which include electronic

warfare, psychological operations, military deception, operations security, physical destruction, and computer network operations. These disciplines are increasingly critical to success throughout the spectrum of conflict. This course provides officers with an appreciation for the capabilities and limitations that information operations bring to the joint force. Students will assess the interrelationship between air, space, and information operations, and the integration of information operations within joint air and space operations planning.

*EL 5636, Strategy and Technology.* This course is designed to broaden student understanding of the relationship between technology and strategy. A variety of methodologies are used including guest lecturers, field trips, individual study, and seminar discussion. Students will have a greater appreciation for the current state of the art in a variety of fields to include: directed energy (lasers and high-powered microwaves), sensors, communications, space systems, propulsion systems, computers, and micro-mechanical devices. The graduate will leave with a working understanding on how these technologies are likely to impact military operations at the operational and strategic level in the coming decades.

*EL 5639, Special Studies in Profession of Arms.* This elective is available to uniquely tailor a course for students to pursue study of topic(s) related to the profession of arms.

*EL 5640, The Great War in the Air.* This course is designed to broaden the student's understanding of industrial mobilization and aircraft production during the Great War, and will examine the triumphs and failures in fielding aviation units by the major and minor powers engaged in the conflict. The course will also pay particular attention to differences in industrial methods and obstacles to efficient aircraft production as the war grew in intensity. In addition, the United States' obsession with sending an air arm to fight "over there" after April 1917, will also be emphasized.

*EL 5641, A History of Mutiny, Desertion, and Insubordination.* Morale, disorder, resistance, and disintegration have concerned military commanders throughout the ages. This course will investigate the underlying and immediate causes of mutiny, desertion, and insubordination in armies, navies, and air forces from a historical perspective. It will analyze the various avenues and levels of resistance to military authority, investigate both underlying causes of discontent and immediate triggers of insubordination, and examine the methods adopted to deter, crush, or alleviate unrest in the ranks.

*EL 5642, Unmanned Aerial Vehicle (UAV) Employment and Future Concepts.* This course is aimed at providing an understanding of UAVs and unmanned combat aerial vehicles (UCAV). This will include all aspects of UAV/UCAV technology and concepts that involve the study of current UAV operational capabilities and issues. This course is designed to provide an understanding of the processes used to develop and field new and modified systems and to identify opportunities for improvement.

*EL 5643, From Algeria to Afghanistan: Colonial Conflict and Counterinsurgency from 1830–1989.* Military planners often focus on large-scale, conventional warfare. However, much of the conflict of the last two centuries has been smaller scale warfare and counterinsurgency. Western colonialism and imperialism in Africa and Asia were important phenomena of the nineteenth and the twentieth centuries. Many crises today are a partial result of past Western expansion. This course will explore basic problems of military strategy, tactics, and logistics, with specific application to French, British, and American experiences in colonialism.

*EL 5645, The US Army, 1865–Present: Organization, Doctrine, and Performance.* Significant debate is taking place over basic concepts of current US Army organization and future requirements. The antecedents of this debate extend back into American history and have been central in shaping the course of the American military. This course examines the development of the modern US Army since 1865 through a critical analysis of its organization, doctrine, and performance in various wars.

*EL 5646, The American Civil War: Ordeal of the Union.* This course is designed to expose students to a broad understanding of the American Civil War by focusing on two major areas. First, the politics, military strategies, operational art, and tactics employed during the Civil War will be studied to increase the student's understanding of warfare and this war in particular. Second, the challenges faced by commanders in this conflict will be analyzed to determine relative successes and failures in leadership on both sides.

*EL 5647, The Second World War and the Operational Art.* This course is constructed around an examination of important campaigns of the Second World War. World War II was a watershed in the evolution of modern roles and missions and offers many important lessons dealing with operational innovation, the integration of new technology, effective interservice cooperation, and other topics of current interest. Issues facing today's war fighters will be examined

from a historical perspective. Students will conduct an in-depth examination of selected campaigns and develop an understanding of the impact of those campaigns on the development of modern operational doctrine.

*EL 5648, A History of Airborne Operations.* This course provides the student with an in-depth operational analysis of parachute forces in the twentieth century. A comparison of the development of airborne forces and their application in combat will assist the student in understanding the role that airborne forces have played in major combat operations and campaigns. Factors affecting the success of airborne operations, including transportation, timing, weather, opposing forces, leadership experience, and mission planning will be analyzed.

*EL 5659, Special Studies in Military History, Theory, Doctrine and Strategy.* This elective is available to uniquely tailor a course for students to pursue study of topic(s) related to military history and doctrinal/strategy issues.

*EL 5660, Causes and Prevention of War.* Why do states fight? This course challenges conventional interpretations of this question by fusing together a wide variety of thought-provoking literature and films. Students will analyze the great issues that societies struggle with—war, power, honor, justice, and peace—and will participate in extensive seminar discussion. The dominant theoretical, philosophical, and historical accounts of war and its causes will be examined and practical solutions to the “war problem” will be discussed.

*EL 5661, Dirty Politics: Dictators, Terrorists and Godfathers.* This course explores the growing link between human rights and international security in a globalized world. Ethnic cleansing, suicide bombings, and illegal trafficking of narcotics create conditions that encourage civil distress. Students will examine broad trends in the international geopolitical system as well as subnational phenomena for methods of developing sound strategies to counter these conditions.

*EL 5662, Islam and Islamism: Radical Political Religion, Ideology and the State.* Radical political religion is perhaps the least understood among the various ideologies which, in the aftermath of the disintegration of the Soviet Union, are challenging the established order of nation-states. This course treats Islamism as a radical political religion with specific historical and political determinants.

Students will examine concepts presented in this course and extrapolate attributes that can be applied to similar non-Islamist movements. A comparative approach of study will provide the student with working hypotheses by which tensions between states and societies may be evaluated. This course will help prepare students to comprehend the way radical political religion can shape the geopolitics of the twenty-first century.

*EL 5663, Great Power Warfare in the 19th and 20th Centuries.* Great Power Warfare explores the political and military history of Europe over the last 200 years through the examination of four significant Great Power conflicts: the Napoleonic wars, the wars of German Unification, World War I, and World War II. The course traces the causes of war, the development of the conflicts, and the ultimate impact these wars had in creating both the states of the institutions that rule the modern world. Implicit to this orientation is a concern with the theory and conduct of war and its historical development. The course devotes particular attention to the relationships between why and how wars are fought.

*EL 5664, Weapons of Mass Destruction: Challenge and Response.* The spread of chemical, biological, and nuclear weapons, more commonly known as weapons of mass destruction (WMD), confronts military officers with one of the least understood and most unpredictable challenges they will face in their military careers. This course is designed to introduce officers to the challenges posed by the spread of WMD and to understand responses to reduce this threat.

*EL 5665, The United States as a Great Power.* This course is an examination of US foreign relations from the emergence of the nation as a major world power to the present. This course will explore what it means to be a “great power” in the international system, why Americans sought such status for their nation, and how the United States combined diplomatic, military, economic, and other instruments of national policy to achieve and maintain this objective.

*EL 5666, War and Society in 20th Century Central Europe.* This course is constructed around an examination of war and conflict in Central Europe from 1900 to 1999; from the Balkan wars to the Balkan wars. It is not primarily a catalogue of campaigns and battles but an attempt to consider the broader patterns of war and conflict in this volatile region. As such it is a study of politics and society as well as military affairs. Also, the course considers the relation of conflict in the region to European and international affairs, both from the standpoint of small states caught up in world events and outside intervention. The focus of the course is scholarly inquiry and historical scholarship as



opposed to policy and operational considerations. Familiarity with the complex history of the region and advanced scholarship stands to offer the military professional a more sophisticated appreciation of the strategic environment as well as the phenomena of war.

*EL 5667, The Arab–Israeli Conflict.* The Arab–Israeli conflict is one of the most well-known and longest running conflicts in the world. This course will introduce students to the history and current dynamics of the Arab–Israeli conflict, and will discuss US interests and participation in the conflict and possible future involvement.

*EL 5679, Special Studies in the Nature and Functioning of the International System and Strategic Environment.* This elective is available to uniquely tailor a course for students to pursue study of topic(s) related to international relations and global security issues.

*EL 5690, Gathering of Eagles (GOE).* Gathering of Eagles (GOE) is both a group research project as well as an opportunity for ACSC students, faculty, Air University, and community leaders to meet noted air and space pioneers. Started in 1982 to stimulate interest in aviation history, GOE is an annual series of events hosted by ACSC. Individuals who have made significant contributions to air and space heritage are invited to spend several days with ACSC students to share their experiences and lessons learned. Forums include face-to-face meetings, on-stage interviews, panel discussions, and social events. GOE culminates with an historical presentation of the Eagles at the ACSC graduation ball.

*EL 5691, Pacific Warrior.* Areas covered will include the spectrum of joint war fighting, from the formulation of the CINC's OPLAN through the execution of an air operations plan in support of CINC objectives. Particular areas of study will include exploration of doctrinal disagreements, battle-space management, and synchronization of air and land operations. Due to the classified nature of equipment used within the AOC, *only US students* may participate in this course.

*EL 5692, Regional Security Studies Survey* (International Officers-Nonmasters). This course involves an analysis of current regional security issues from the perspective of the nations in those regions. International officers conduct an analysis of the global security issues of their particular region of the world and prepare a collective summary research report of their findings. Students present their perspectives on these issues during regional forums conducted throughout the year. Notional regional grouping for the forums are: Africa, Asia/Pacific, the Americas, European Union States, Non-

European Union States, and Middle East. The course is graded pass/fail.

*EL 5693, Regional Security Studies Analysis* (International Officers-Masters). This course involves an analysis of current regional security issues from the perspective of the nations in those regions. International officers conduct an analysis of the global security issues of their particular region of the world and work with students in EL 5692 to present their perspectives on these issues during regional forums conducted throughout the year. In addition to the requirement for participation in the security forums, this elective provides international officers an opportunity to pursue special research projects with selected faculty members on a wide range of topics dealing with the interaction of US policy with sociopolitical developments in their respective regions. Grade for the course is based on 50 percent assessment for participation in the forums and 50 percent for the individual research paper.

### **Curriculum Summary**

<b>Course Title</b>	<b>Academic Contact/ Credit Hours</b>	
	<i>Contact Hours</i>	<i>Semester Hours</i>
OC 5500, Orientation Program	32	0
LC 5500, The Military Leader: Foundations	31	2
LD 5500, The Military Leader: Continuity, Change, and Challenges	62	4
LE 5500, Leadership in the Military Environment	31	2
NS 5500, National and International Security Studies	45	3
NW 5500, Nature of War	45	3
AP 5500, Airpower Studies	45	3
AO 5500, Air and Space Operations	60	4
JF 5500, Joint Force Employment	45	3
JP 5500, Joint Campaign Planning	60	4
AE 5500, Air and Space Exercise	40	1
GE 5500, Gathering of Eagles	12	0
DR 5800, Research Education/EL 5600, Electives	45	3
<b>TOTAL</b>	<b>553</b>	<b>32</b>

## **Other Programs and Activities**

ACSC conducts several activities that support the resident core curriculum and enrich the experience of its students and their families during the academic year.

**Commandant's Specials.** These special presentations enhance the resident curriculum by giving students and faculty the opportunity to interact with distinguished leaders and experts from across political, economic, and military environments. Speakers, past and present, include members of Congress, ambassadors, and top civilian and military leaders in DOD.

**Air and Space Power Demonstration.** The entire student body visits Eglin AFB, Florida, for an airpower demonstration. Students view static display aircraft, current and future weapons, and air operations center equipment demonstrations. The visit culminates with a live-fire demonstration of the full spectrum of airpower capabilities.

### **International Officer Program**

International officers have attended ACSC every year since 1946. During its 54-year history, the college has graduated more than 2,500 international officers from 92 nations. Before attending ACSC, international officers attend a six-week preparatory course conducted jointly by the International Officer School (IOS) and ACSC. This course increases the officers' ability to speak and understand the English language while familiarizing them with the USAF organization and mission. In the past, international officers graduated after completing seven months of the 10-month course. Beginning with the 1994 class, international officers attend ACSC the entire academic year, further enhancing their ACSC learning experience. During the year, these officers participate in field trips that supplement the curriculum objectives. As part of the DOD information program, they tour Washington, D.C., and military and air and space facilities in Alabama, Florida, and Georgia.

### **Athletic Programs**

The ACSC athletic program is designed to improve the quality of life for students and faculty by creating and sustaining an environment that promotes personal health, fitness, and professional growth. With that in mind, the objectives of the program are to help all personnel pass the fitness test on the first attempt and to put in place a program that

fosters social interaction and team building in conjunction with healthy competition. The athletic program includes competitive seminar and intramural sports. It also includes mandatory participation in school scheduled sports activities by all 44 seminars and a faculty team in three sports during the scheduled sports days. The ACSC sports activities are softball, bowling, and volleyball. Students and faculty also compete in base intramural activities as well. Finally, students and faculty members are afforded the opportunity and are encouraged to engage in personal fitness/aerobic activities at least three times per week. ACSC conducts annual fitness testing in accordance with AFI 40-501, *The Air Force Fitness Program*.

### **Spouse Program**

The Spouse Program helps integrate resident students' spouses into the ACSC experience. It offers many opportunities for spouses to learn, grow, and share the ACSC experience with students and faculty. This program acquaints spouses with the college's academic requirements, increases their awareness of current events and DOD issues, and provides opportunities for personal growth and development. Participation is completely voluntary, and the spouses determine the program's scope and direction.

### **Nonresident Program**

Established in 1948, the ACSC nonresident program provides intermediate-level PME to officers unable to attend in residence. In 1969, ACSC expanded the scope of the program by implementing a seminar program to provide for the sharing of opinions, expertise, and experiences among the seminar members. Both the seminar and correspondence programs achieved Phase I Joint PME accreditation in 1992 and were recredited in 1997. In 1999 the nonresident program was placed under the dean of distance learning (DL). The nonresident program provides PME to about 85 percent of all AF majors and major selects.

Today, technology offers opportunities to improve traditional seminar and correspondence programs. The DL staff continually explores new and better ways to meet the demand for PME of midcareer officers stationed throughout the world. By using computer-based education and the World Wide Web, the nonresident course is narrowing the gap between resident and nonresident education. These advances clearly identify ACSC as a pacesetter in AU and the educational community.

**Eligibility.** ACSC nonresident programs are offered to US active duty, Reserve, and National Guard major selects and above from all services. DOD civilian employees in the grade of GS-11 or above, or equivalent, may also enroll. Civil Air Patrol officers serving in the grade of major or above may enroll in the correspondence program only. International applicants for nonresident ACSC programs must be a major selectee or higher or equivalent grade civilian employees of the military department of a country or international organization assigned to a DOD billet. International officers may also enroll through the Foreign Military Sales (FMS) training sponsorship program. Reference AFI 36-2301, *Professional Military Education*, the ACSC public Web site: <http://www.acsc.maxwell.af.mil>, and the Education and Training Course Announcements Web site at <http://etca.keesler.af.mil>, for further information.

**Program Description.** The ACSC nonresident curriculum is designed to support the three components of ACSC's mission statement: to prepare leaders for higher level command and staff responsibilities; to prepare leaders to understand, plan, and execute components of an air campaign and the joint campaign planning process; and to prepare leaders to think logically and critically at the operational level in order to expand and advance the body of air and space knowledge. The course of study is an integrated process. It begins with the studies designed to enhance the students' leadership and command skills and concludes with an AF exercise and lessons on strategy and commander's perspective. In between, the course explores international relations, why nations go to war, and what the Air Force and other services bring to the fight for the joint forces commander.

The ACSC distance-learning curriculum is delivered via printed books, CD-ROM, and the Internet. Students receive an integrated multimedia curriculum that includes textbook readings, video, and interactive applications. Students have 18 months to complete this program and must achieve a minimum score of 70 percent on each of six examinations and complete four on-line exercises. Students may choose one of three methods to complete the program. The same personnel record entry (nonresident) is made for all three forms of enrollment upon successful course completion.

**Correspondence (self-study).** This method affords students the opportunity to choose the time and place of study. ACSC provides the framework for completing this program by providing a recommended schedule for students to follow. Students may enroll at any time throughout the year.

**Seminar.** In this 11-month program students meet weekly (on base) in a forum designed for the free exchange of ideas and opinions on vital issues facing the USAF, DOD, and the nation. Seminar participants

share unique background experiences and technical expertise. ACSC provides the framework for conducting the seminar program by providing a schedule for the seminars to follow. This seminar is composed of eight to 18 members and begins in August of each year.

**Cyber-Seminars.** In this 11-month program students meet weekly in a “cyberspace” forum designed for the free exchange of ideas and opinions on vital issues facing the USAF, DOD and the nation. Seminar participants share unique background experiences and technical expertise. Beginning in August of each year, students conduct weekly meetings in the ACSC electronic classrooms. ACSC provides the framework for conducting this seminar by providing a schedule for the seminars to follow. The seminar is composed of eight to 15 members. (NOTE: Each student must subscribe to an on-line service providing Internet access and is financially responsible for all costs associated with their on-line services. Students choosing this method of study must contact the ACSC Distance Learning Department upon enrollment.)

ACSC has a Distance Learning Electronic Campus on the Internet. Any student enrolled in the ACSC program may have access to the campus. The campus contains a library with lesson plans, audio/video files, readings, and interactive computer simulations. Additionally, students can post messages on the bulletin boards and join ongoing discussions in the chat areas. For additional information or to obtain access to the campus, contact ACSC Distance Learning Department at DSN 493-7901, (334) 953-7901, 1-800-316-7042 or E-mail: [acsddl@maxwell.af.mil](mailto:acsddl@maxwell.af.mil).

The ACSC nonresident program is organized into the following seven curriculum blocks.

**00030A:** Lessons include Introduction to Leadership and Command; Defining Military Leadership; Military Leadership in the New Millennium; The Role of Values in Military Leadership; The Role of a Leader in the Development and Maintenance of Organizational Culture; Introduction to National and International Security Studies; Developing US National Security in a Changing Strategic Environment; The Realist Perspective in the International System; Liberalism and Communitarianism Perspectives in the International System; United States National Security Strategy and the National Instruments of Power; The Armed Services in National Security Policy; China: A State of Concern to the Security and Interests of the United States and Weapons of Mass Destruction Proliferation; and The Threats of International Terrorism and Failed States to US National Security.

**00030B:** Lessons include Introduction to the Nature of War; The Early Western Perspectives on the Nature of War; The Modern Western Perspectives on the Nature of War; The Non-Western Perspectives on the Nature of War: Islam; The Non-Western Perspectives on the Nature of

War: Chinese, Revolutionary, Revolution in Military Affairs, and Asymmetrical Warfare; Actors, Defining and Classifying War, and Morality of War; Why People and States Fight and How States Should Fight; War Termination and Conflict Resolution.

**00030C:** Lessons include Introduction to Airpower Studies; The Inquiry Process and Airpower in World War I; The Interwar Airpower Theorists; Airpower in World War II; Airpower in Korea and Dawning of the Nuclear Age; Airpower in Vietnam and the Cold War Era; Air and Space Power in Desert Storm and the Post-Cold War; Air and Space Power Today and Tomorrow; Developing a Personal Leadership Philosophy; The Role of a Leader in the Development and Maintenance of an Effective Air Force Team; and The Leader's Role in Mentoring and Stress Management.

**00030D:** Lessons include Course Introduction/Joint Doctrine and Policy; National Leadership and Unified Action Armed Forces; Defense Planning Systems, Part I; Defense Planning Systems, Part II; Course Introduction/Campaign Planning; Campaign Planning Principles, Part I; Campaign Planning Principles, Part II; Deliberate Planning; Deliberate Planning Application; Crisis Action Planning; Crisis Action Planning Application; Planning for Military Operations Other Than War (MOOTW); Non-Governmental Organizations (NGO) and Multinational Planning Considerations.

**00030E:** Lessons include Introduction; Joint Force Employment; Organizations, Staffs, and the Functional Components; AFFOR Doctrine and Capabilities; MARFOR Doctrine and Capabilities; NAVFOR Doctrine and Capabilities; ARFOR Doctrine and Capabilities; SOFFOR Doctrine and Capabilities; Coast Guard Roles and Functions and Capabilities; Space; Logistics; Intelligence; Communication; and Information Operations.

**00030F:** Lessons include The JFACC and the EAF; Tenets and Core Competencies; Air and Space Component Forces; Counterair and Strategic Attack; Counterland and Countersea; Counterspace and ISR; Counterinformation; Airlift and Air Refueling; The JAOC; Methods of Analysis and Targeting; Counterland and Strategic Attack; Counterair; Air and Space Component Forces; Transforming Objectives to Air and Space Strategy; The JAOP Part I; The JAOP Part II; Command Challenges and Resources Available to the Leader; and Preparing for Tomorrow While Leading in Today's Air Force.

**00030G:** Lessons include an Air Force Exercise, Strategy, and The Commander's Perspective.

## **Academic Credit**

The ACE recommends 27 semester hours of graduate credit for completion of the ACSC resident or nonresident correspondence or seminar curricula. The credit recommendations are

- 9 semester hours in military history and evolution of strategic thought,
- 6 hours in regional studies,
- 6 hours in defense resource management, and
- 6 hours in defense policy and national and international security.

ACSC graduates are eligible to apply these credits to their personal educational endeavors. However, ACE only recommends credit. Each college or university decides whether to accept these credits and apply them toward a specific degree.

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